

## AN OFFICIAL REVIEW

of the official reviewer for the PhD thesis  
entitled "Innovation management of quality in higher education of the Republic of Kazakhstan"  
submitted by Manarbek Gulden Manarbekkyzy  
for the degree award of doctor of philosophy (PhD)  
in the specialty "6D051700 – Innovation management"

### 1. The relevance of the research topic

The topic and contents of the dissertation are very relevant and urgent to the state of the higher education system of the Republic of Kazakhstan, as well as other countries with transitional economics like the most countries of the former Soviet Union.

### 2. Correspondence of the dissertation topic to the priority areas of science development and / or state programmes that are implemented in the Republic of Kazakhstan

The dissertation work corresponds to the current and significant governmental programmes and strategies such as "The Plan of the Nation "100 concrete steps to implement five institutional reforms of the First President-Elbasy N.Nazarbayev", "The State programme for the Development of Education and Science of the Republic of Kazakhstan for 2020-2025", "The Strategy for development of the Republic of Kazakhstan until 2050".

The author of the dissertation uses methods of the evaluation of the measurement quality applied to the conducted survey. Although she uses classical approach (Cronbach's alpha coefficient), it could be considered as a promising trend in using such kind of statistical methods in management sciences in Kazakhstan. But, on the other side, it is not clear why the author use mutual calculation procedures, while she uses, as she notes, the special statistical software (SPSS).

### 3. The degree of validity and reliability of research results (scientific provision)

As far as the reviewer of this dissertation can evaluate, this dissertation work is quite original, since the results are new especially in the context of the existing realities of studies of this issue in Kazakhstan.

### 4. The degree of novelty of each scientific result (scientific provision)

The obtained scientific results of the dissertation have a certain degree of novelty and can be evaluated as follows:

The first provision: the conceptualization of the term 'quality in higher education' from perspectives of stakeholder's perception is partially new.

The second provision: justification of applicability of business quality management techniques higher education through the study of university governance types is partially new.

The third scientific result (development of the adapted version of the EFQM excellence model an innovative quality management tool in higher education) is new for the realities of the high education system of Kazakhstan.

The final research result (recommendations on improvement of quality management practice Kazakhstani higher education based on adopted version of the EFQM model) is new.

### 5. The practical and theoretical significance of the dissertation



The author of this dissertation (the applicant for a PhD degree) demonstrates the deep understanding of both practice experience in the higher education management and theoretical background in this sphere, as well as in the field of quality management. She considered and cited almost 300 publications on these two areas. The author systematized an extensive amount of research papers on the topic and performed a meta-analysis of them in the form of many tables and graphs. And the applicant well argues the shortage of the research in these fields in the context of the Republic of Kazakhstan.

6. Comments and suggestions of the dissertation

The first, but a rather important thing, that was forming an initial impression from this work, was some negligence in formal issues of the thesis. As an instance, the candidate uses the same identification points for the different sections of the dissertation text (in the first chapter) and a mix of Arabic and Latin Letters in the identification of the chapters. She also often uses diagrams and screenshots without references to sources. It was the very first impression.

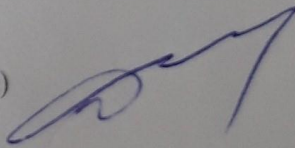
The next and a much more important issue, is that the applicant considers mainly such subjects as Quality Management and Higher Education Management, but she should pay more attention to meta-analysis of definitions and approaches of innovation management as well.

Another issue is terminology used by the applicant who should pay more attention to the differentiations of the definitions of "innovation management", "quality management", and "education management". Some phrases of the thesis are quite surprising, like "a new innovative model" that is kind of an oxymoron.

Compliance with the content of the dissertation in the framework of the requirements of the Rules for awarding academic degrees

Despite my opinions expressed in 'Comments' section of this review, I consider the reviewed work as an original and completed research which complies to the requirements for awarding the degree of Doctor of Philosophy (PhD) in the specialty "6D051700 – Innovation management".

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21/02/2021



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